



# **STRATEGIC PLAN**

**FOR**

**SAGUARO NATIONAL PARK**

**OCTOBER 1, 2000 - SEPTEMBER 30, 2005**

FY 2000- FY 2005  
STRATEGIC PLAN  
FOR  
SAGUARO NATIONAL PARK

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Superintendent



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## **PREFACE:**

This Strategic Plan is written to fulfill the requirements of the Government Performance and Results Act of 1993. However, the Strategic Plan is much more than just a response to legislative mandate. The law was a catalyst that caused the park staff to reexamine its fundamental mission and to take a fresh, longer range view, in concrete terms, of what results or outcomes it needed to achieve to more effectively and efficiently accomplish that mission. It caused us to reexamine the present condition of the natural and cultural resources in our care, the current status of our visitor services, and the existing fiscal, human, and other resources at our command to do our job. It pushed our sights above the usual daily focus on activities and products to take in the bigger picture of where we are and where we need to be. It encouraged us to think and plan in new ways. The effort wasn't easy, was even painful at times. The results, however, will be better planning, better management, and better communication with all of our constituencies and stakeholders, as well as among ourselves, about where we are, where we need to be, and how we are going to get there.

## **Government Performance and Results Act of 1993 (GPRA)**

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments.

In a nutshell, performance management ensures that daily actions and expenditures of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, the goals are quantifiable and measurable results or outcomes, rather than efforts or outputs (activities, services, and products). The established and proven performance management approach is to establish goals - allocate resources to accomplish those goals - take action/do the work - measure results - evaluate and report performance - use evaluation to adjust goals and reallocate resources - and continue the loop. This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, "Isn't that what everyone is already doing." In fact, most federal agencies have not traditionally done business this way. They have been funded and conducted their business by activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided - if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies - the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- mission statement based in law, executive order, etc.;
- long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- how goals will be accomplished, an adequate explanation including "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- key external factors which could positively or negatively affect goal accomplishment; and
- program evaluation methodology, a description of how mission and goals were arrived at and a schedule for future program evaluations.

GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be developed by federal employees (versus contractors, etc.).

Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- annual goals to incrementally achieve long-term goals in Strategic Plan;

- annual work plan, i.e. explanation of how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals..."; and

- basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals..." and "...describe the means to be used to verify and validate measured values."

Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:

- what annual goals were met or exceeded;

- what annual goals were not met;

- why annual goals were not met; and

- what remedial action will be taken for goals not met.

Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, progress on mission accomplishment assessed, and managers and employees held accountable.

While the National Park Service has long been a mission-oriented organization, it has also had a long tradition of planning, managing, and budgeting by activity, problem solving and issue resolution. Its response to GPRA requirements will help it focus on accomplishing mission through establishing long-term and annual goals, allocating resources to those goals, and measuring and reporting results.



## About This Plan

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own unique GPRA implementation process. Using this process, the NPS methodically developed its first "servicewide" Strategic Plan and submitted it on September 30, 1997. A copy of that plan is available for review at park headquarters. It is also available on the Internet at <http://www.nps.gov>.

The NPS manages the National Park System, which consists of over 380 units located in nearly every state and territory of the nation. Thus the NPS is fundamentally a field-based, resource preservation and visitor service organization, where results or outcomes actually occur in the parks rather than Washington headquarters. In addition, the NPS has legislated partnership responsibilities, carried out by central offices throughout the country, to provide technical assistance and grant funding to other non-federal preservation entities. Therefore, as part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports.

The local plans address the long-term goals in the "servicewide" plan that are appropriate to the individual units as parts of the overall National Park System, the NPS, and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issue needs. The local plans, then, are a blend of national and local missions and goals.

This Strategic Plan for Saguaro National Park follows this pattern. It is a five-year plan covering fiscal years 2001 through 2005. It consists of a mission statement born out of the NPS Organic Act and legislative mandates. It contains mission goals, closely paralleling the "servicewide" mission goals, that illustrate in broad brushstrokes what we do far beyond just five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantified, measurable ways what we will accomplish in the next five years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the "servicewide" plan with park-specific suffixes. Since not all servicewide goals apply to Saguaro National Park, some numbers are skipped. In addition, there are

numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Following the simple goal listing, each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished.

After these goal explanations, the plan contains a general section on "How Goals will be Accomplished" which briefly sketches the park's organization, staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals. This is followed in turn by brief discussions of "Key External" factors over which park staff may have influence but not control, and which could positively or negatively affect goal achievement.

Finally, there is a brief discussion of how the contents of the plan were arrived at, and a listing of those who were consulted in the development of the plan.

It should be noted that the goals in this plan are generally predicated on "flat budgets" for the next five years. Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of and storytellers about the priceless natural and cultural resources - defining America's heritage - which are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. On the other hand, we also recognize that we are but one of many worthwhile federal enterprises which compete for scarce and precious tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement

our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this Strategic Plan and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Each year that the Strategic Plan is in effect, beginning with fiscal year 1998 (October, 1997) there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year, beginning in March, 1999, there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Additional copies of the Saguaro National Park Strategic Plan are available at park headquarters at 3693 South Old Spanish Trail, Tucson, Arizona 85730. Questions and comments are welcome and encouraged and can be addressed to the Superintendent. As they are written and approved, copies of the current year's Annual Performance Plan and Annual Performance Report will also be available on request, with questions and comments equally welcome.

## **INTRODUCTION**

### **About Saguaro National Park:**

This five year Strategic Plan has been written for Saguaro National Park, one of 380+ units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior.

The National Park System preserves outstanding representatives of the best of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. Along with similar resources of local, state, tribal, and national significance administered by other public and private organizations and supported by National Park Service technical assistance and grant funding support, Saguaro National Park is a vital part of America's national system of parks and other preserved resources. The National Park Service not only directly and indirectly preserves these myriad national treasures, it also make them available to millions of visitors from throughout the country and the world every year.

Saguaro National Park was established by President Hoover, March 1, 1933. Originally named Saguaro National Monument, the name changed to Saguaro National Park by act of Congress, October 14, 1994. The park has enlarged its boundaries several time and now totals 91,445 acres, which include 71,400 acres designated wilderness.

This mountainous park is divided into two districts, the Rincon Mountain District east of Tucson, and the Tucson Mountain District west of Tucson. With people living between the two districts, Saguaro NP is a wilderness park with many urban park characteristics.

Park resources include the Sonoran Desert with its abundant flora and fauna, wilderness, life zones ranging from the saguaro-filled desert floor to the ponderosa forests a mile above, ancient Indian campsites and petroglyphs and current Tohono O'Odham celebrations, historic remnants of ranching, mining, and homesteading, and so many other treasured experiences for our 3.4 million visitor/users annually.

## MISSION STATEMENT:

*It is the mission of the National Park Service at Saguaro National Park to preserve, protect, and interpret the Sonoran Desert's many biotic communities, cultural features, and scientific, scenic, and wilderness values.*

## Legislative Intent:

Our mission is rooted in and grows from the park's original mandate found in the Presidential Proclamation #2032, March 1, 1933, and supplemented by more recent legislation: Presidential Proclamation #3439 which added the Tucson Mountain District, Public Law 94-567 (Oct 20, 1976) which declared 77,400 acres as wilderness under the Wilderness Act, Public Law 94-578 (Oct 21, 1976) which revised park boundaries, Public Law #102-61 (June 19, 1991) which also enlarged the park, and Public Law 103-364 (Oct 14, 1994) which expanded the boundaries and changed the official name from Saguaro National Monument to Saguaro National Park.

Our mission statement is a synthesis of the legislative intent found in these documents and which emphasize:

- Preservation of Saguaro Cacti
- Preservation of the Sonoran Desert
- Provide for scientific research
- Protect the many plants and animals found therein
- Provide for enjoyment of visitors
- Preserve and promote wilderness places and values
- Educate the public about its natural & human history

## Purpose:

*Therefore, the purpose of Saguaro National Park is:*

- \*To preserve, protect, and interpret the Sonoran Desert and associated mountain ecosystems, and archeological and historical sites and artifacts.*
- \*To provide for public enjoyment of these resources.*
- \*To preserve and maintain wilderness areas and values.*
- \*To acknowledge the inherent long-term scientific interest in the natural and cultural resources.*

**Significance:**

*The primary significance of Saguaro National Park can be stated:*

*The park contains superb examples of the Sonoran Desert ecosystem, featuring exceptional stands of saguaro cacti, important wildlife habitat, the associated mountains, and significant cultural resources, including National Register eligible archeological resources, American Indian cultural traditions, and historic period structures.*

**HOW GOALS WILL BE ACCOMPLISHED:**

Saguaro's long-term goals will be accomplished in five annual increments detailed each year in an Annual Performance Plan which will also contain a work plan for each annual goal, which will lay out the activities and products, along with their personnel and fiscal costs that will be carried out to achieve the annual goal.

Current human and fiscal resources available to achieve the park's goals and carry out its mission include:

Base operating budget (ONPS)	\$2,695,000
Permanent workforce	54
Term Positions	2
Seasonal positions	31
Volunteer Hours	29,000
Student Conservation Assistants	5
Donated Funds	\$35,000
Park Housing	\$40,000
Fee Enhancement	\$190,000

Achieving and/or exceeding performance targets in annual and long-term goals is sometimes dependent on the availability of special project funds and assistance from Regional Support Offices, Western Archeological and Conservation Center and other NPS support organizations and partners. One such typical partner is Southwest Parks and Monuments Association that sells interpretive literature in park visitor centers and donates the proceeds back to support park educational and resource management goals.

## **KEY EXTERNAL FACTORS:**

### **Tucson Basin**

Tucson has a population of 850,000 residents and is growing rapidly. When the park units were created, dirt roads connected these distant recreation areas to the city. The 30 miles separating the two park districts, is now completely filled with the city of Tucson. The city limits are nearly at the park boundaries, and the park districts have become islands of wildness in a sea of urban development. As open spaces have become rare, the importance of Saguaro National Park has grown. The park and other public lands near Tucson have become sanctuaries for many animals that use to roam the entire Tucson basin. Habitat has diminished in the area while human populations increase. This situation places many demands on the park on behalf of both the wildlife and park users.

### **Homes Along Our Fences**

The park shares 54 miles of boundaries that border private property heavily dotted with large homes, swimming pools, and corals. Developers are planning subdivisions adjacent to the park. This means more roads and traffic to threaten wildlife, more wells to lower critical water tables both in- and outside the park, more conflicts between people and wildlife, and pressure on park resources.

### **Wilderness**

In the 91,000 acres of Saguaro National Park, 71,000 acres are designated wilderness. Within minutes, visitors can park their car, hike a short distance, and be enveloped with the sights, sounds, isolation, and beauty of wilderness. Preserving the wilderness experience at Saguaro is a major challenge. Tucson has an International Airport and a major pilot training base for the Air Force. Aircraft are commonly seen and heard in the park. With Tucson at our doorstep, air pollution is a constant concern. From many ridges in the park, visitors have spectacular views of the city of Tucson, but that may not be the wilderness experience desired.

### **A New "Old" Park**

Unlike some of the older national parks, whose land was drawn from public property, Saguaro has had several recent boundary expansions. Numerous parcels of private and state property are within our boundaries. Plans are on the table to purchase these inholdings, but the money is not coming quickly enough. Homes are being built, roads plowed, and

entire subdivisions are beginning to emerge along the edges of the park. This creates a management nightmare.

#### **Picture Rocks Road**

A very popular paved road traverses the West District of the park and connects Tucson with a large subdivision just west of the park. The primary users are commuters taking the "short-cut" across the park. Accidents occur mostly along Picture Rocks Road, often involving alcohol and/or speeding. The park maintains and patrols this road. This road draws heavily on our staff time and money, and it is not critical to the enjoyment of the park. Local residents want to keep the road; the park would like to close the road as soon as an alternate route is available to the residents.

#### **Need For Baseline Data**

Saguaro National Park does not yet have the baseline data to measure its progress in achieving parts of its mission. Much of our energy is directed towards acquiring the data needed to fulfill our Strategic Plan, but some of this will take years. Therefore several of our goals show little or no progress for several years until we have reliable data from which to begin.



## LIST OF LONG TERM GOALS

### 5 YEAR STRATEGIC PLAN FOR SAGUARO NP FY2001 - FY2005

#### Ia1A Disturbed Lands

**By Sep 30, 2005, 2.5 (12.5%) of the 20 acres of SAGU's targeted lands disturbed by prior development or agricultural uses, as of FY1999, are restored.**

By Sep 30, 2001, 1/2 acre (2.5%) of the estimated 20 acres of land within SAGU's expansion areas that were disturbed by prior physical development are restored.

By Sep 30, 2002, 1 acre (5%) of the estimated 20 acres of land within SAGU's expansion areas that were disturbed by prior physical development are restored.

By Sep 30, 2003, 1.5 acre (7.5%) of the estimated 20 acres of land within SAGU's expansion areas that were disturbed by prior physical development are restored.

By Sep 30, 2004, 2 acres (10%) of the estimated 20 acres of land within SAGU's expansion areas that were disturbed by prior physical development are restored.

By Sep 30, 2005, 2.5 acres (12.5%) of the estimated 20 acres of land within SAGU's expansion areas that were disturbed by prior physical development are restored.

*The park's restoration crew will identify acres of roadway and other disturbances in the expansion areas to be restored. Native plant seeds and cuttings will be collected and propagated and the propagules used to restore the site, provided that seasonal weather is conducive to plant survival.*

#### Ia1B Exotic Plant Species

**By Sep 30, 2005, exotic vegetation on 10(20%) of 50 targeted acres of SAGU lands as of 1999 is contained.**

By Sep 30, 2001, 2 acres (4%) of the estimated 50 acres of targeted exotic plant disturbances within SAGU are

treated experimentally to determine what methods of treatment are effective.

By Sep 30, 2002, 4 acres (8%) of the estimated 50 acres of targeted exotic plant disturbances within SAGU are treated experimentally to determine what methods of treatment are effective.

By Sep 30, 2003, 6 acres (12%) of the estimated 50 acres of targeted exotic plant disturbances within SAGU are treated experimentally to determine what methods of treatment are effective.

By Sep 30, 2004, 8 acres (16%) of the estimated 50 acres of targeted exotic plant disturbances within SAGU are treated experimentally to determine what methods of treatment are effective.

By Sep 30, 2005, 10 acres (20%) of the estimated 50 acres of targeted exotic plant disturbances within SAGU are treated experimentally to determine what methods of treatment are effective.

*Saguaro's site restoration crew and groups of volunteers will use a variety of methods to control the most invasive, problematic and controllable exotic plant species.*

## **Ia2 Threatened and Endangered Species**

**By Sep 30, 2005, 2(67%) of 3 of the federally listed threatened and endangered species known to occur within Saguaro National Park, as of 1997, are in stable condition.**

By Sep 30, 2001, 2 (67%) of the 3 federally listed T&E species that are known to occur within Saguaro National Park, as of 1997, are in stable condition.

By Sep 30, 2002, 2 (67%) of the 3 federally listed T&E species that are known to occur within Saguaro National Park, as of 1997, are in stable condition.

By Sep 30, 2003, 2 (67%) of the 3 federally listed T&E species that are known to occur within Saguaro National Park, as of 1997, are in stable condition.

By Sep 30, 2004, 2 (67%) of the 3 federally listed T&E species that are known to occur within Saguaro National Park, as of 1997, are in stable condition.

By Sep 30, 2005, 2 (67%) of the 3 federally listed T&E species that are known to occur within Saguaro National Park, as of 1997, are in stable condition.

*Listed species known to occur in Saguaro in 1997 include Mexican spotted owl, peregrine falcon, and lesser long-nosed bat. Park staff monitor occurrence and breeding success of the owls and falcons every year, but it is impractical to monitor status of bats because we have only foraging habitat and no roosts. All conceivable habitats for owls and falcons are occupied (in fact they are more dense than expected), so maintaining stable populations is our objective. Saguaro has no critical habitat designated, nor are we directed to take actions under the recovery plan.*

### **Ia3 Air Quality**

**By Sep 30, 2005, air quality in SAGU has remained stable or improved relative to FY98 conditions.**

By Sep 30, 2001, air quality within SAGU, which is a Class I air quality area, improves or does not degrade from 1997 baseline conditions.

By Sep 30, 2002, air quality within SAGU, which is a Class I air quality area, improves or does not degrade from 1997 baseline conditions.

By Sep 30, 2003, air quality within SAGU, which is a Class I air quality area, improves or does not degrade from 1997 baseline conditions.

By Sep 30, 2004, air quality within SAGU, which is a Class I air quality area, improves or does not degrade from 1997 baseline conditions.

By Sep 30, 2005, air quality within SAGU, which is a Class I air quality area, improves or does not degrade from 1997 baseline conditions.

*Saguaro National Park is a class I airshed. Park staff participate with local and state governments to monitor and develop strategies to protect air quality affecting the park. New source permits are reviewed when they have the potential to affect air quality.*

#### **Ia5 Historic Structures**

**By Sep 30, 2005, 52 (80%) of Saguaro NP's 65 historic structures listed on the FY99 NPS List of Classified Structures are in good condition.**

By Sep 30, 2001, 48 (74%) of 65 historic structures within SAGU are in good condition.

By Sep 30, 2002, 49 (75%) of 65 historic structures within SAGU are in good condition.

By Sep 30, 2003, 50 (77%) of 65 historic structures within SAGU are in good condition.

By Sep 30, 2004, 51 (78%) of 65 historic structures within SAGU are in good condition.

By Sep 30, 2005, 52 (80%) of 65 historic structures within SAGU are in good condition.

*Work will be done using day labor paid for with a combination of Special Emphasis Program and ONPS funds.*

#### **Ia6 Museum Collections**

**By Sep 30, 2005, 155(68%) of 228 preservation and protection standards for Saguaro NP's museum collection are met.**

By Sep 30, 2001, 139 (61%) of 228 preservation and protection conditions, (identified in the NPS Automated Checklist Program (ACP) in 1997) in facilities housing SAGU's museum collection meet professional standards.

By Sep 30, 2002, 150 (66%) of 228 preservation and protection conditions, (identified in the NPS Automated Checklist Program (ACP) in 1997) in facilities housing SAGU's museum collection meet professional standards.

By Sep 30, 2003, 152 (67%) of 228 preservation and protection conditions, (identified in the NPS Automated Checklist Program (ACP) in 1997) in facilities housing SAGU's museum collection meet professional standards.

By Sep 30, 2004, 154 (68%) of 228 preservation and protection conditions, (identified in the NPS Automated Checklist Program (ACP) in 1997) in facilities housing SAGU's museum collection meet professional standards.

By Sep 30, 2005, 155 (68%) of 228 preservation and protection conditions, (identified in the NPS Automated Checklist Program (ACP) in 1997) in facilities housing SAGU's museum collection meet professional standards.

*Museum Storage conditions will be assessed and a plan will be developed to improve situations that do not meet standards. Improvements within the park's limited funding will be made.*

#### **Ia8 Archeological Sites**

**By Sep 30, 2005, 320(82%) of Saguario NP's archeological sites listed on the FY99 NPS Archeological Sites Management Information System, with condition assessments, are in good condition.**

By Sep 30, 2001, 300 (77%) of SAGU's archeological sites listed on the FY99 NPS Archeological Sites Management Information System, with condition assessments, are in good condition.

By Sep 30, 2002, 305 (78%) of SAGU's archeological sites listed on the FY99 NPS Archeological Sites Management Information System, with condition assessments, are in good condition.

By Sep 30, 2003, 310 (80%) of SAGU's archeological sites listed on the FY99 NPS Archeological Sites Management Information System, with condition assessments, are in good condition.

By Sep 30, 2004, 315 (81%) of SAGU's archeological sites listed on the FY99 NPS Archeological Sites Management Information System, with condition assessments, are in good condition.

By Sep 30, 2005, 320 (82%) of SAGU's archeological sites listed on the FY99 NPS Archeological Sites Management Information System, with condition assessments, are in good condition.

*Success in achieving this goal will be measured through the data available in the NPS ASMIS.*

#### **Ia01A (previously Ia9) Wildland Fires**

**By Sep 30, 2005, natural fire regimes are restored to 20,000 (50%) of 40,000 acres of the portion of SAGU's backcountry where fires naturally occur.**

By Sep 30, 2001, natural fire regimes are restored to 20,000 (50%) of 40,000 acres of the portion of SAGU's backcountry where fires naturally occur.

By Sep 30, 2002, natural fire regimes are restored to 20,000 (50%) of 40,000 acres of the portion of SAGU's backcountry where fires naturally occur.

By Sep 30, 2003, natural fire regimes are restored to 20,000 (50%) of 40,000 acres of the portion of SAGU's backcountry where fires naturally occur.

By Sep 30, 2004, natural fire regimes are restored to 20,000 (50%) of 40,000 acres of the portion of SAGU's backcountry where fires naturally occur.

By Sep 30, 2005, natural fire regimes are restored to 20,000 (50%) of 40,000 acres of the portion of SAGU's backcountry where fires naturally occur.

*The park will conduct prescribed fires but also take advantage of natural lightning-caused fires to meet this goal.*

#### **Ia10 Other: Wilderness**

**By Sep 30, 2005, designated wilderness at SAGU fully meets 7 (70%) of 10 parameters established by the Wilderness act, NPS Management Policies, and the park's 1992 Wilderness Management Plan.**

By Sep 30, 2001, designated wilderness at SAGU fully meets 6 (60%) of 10 parameters established by the Wilderness act, NPS Management Policies, and the park's 1992 Wilderness Management Plan.

By Sep 30, 2002, designated wilderness at SAGU fully meets 6 (60%) of 10 parameters established by the Wilderness act, NPS Management Policies, and the park's 1992 Wilderness Management Plan.

By Sep 30, 2003, designated wilderness at SAGU fully meets 6 (60%) of 10 parameters established by the Wilderness act, NPS Management Policies, and the park's 1992 Wilderness Management Plan.

By Sep 30, 2004, designated wilderness at SAGU fully meets 7 (70%) of 10 parameters established by the Wilderness act, NPS Management Policies, and the park's 1992 Wilderness Management Plan.

By Sep 30, 2005, designated wilderness at SAGU fully meets 7 (70%) of 10 parameters established by the Wilderness act, NPS Management Policies, and the park's 1992 Wilderness Management Plan.

*Wilderness is a major component of the significance of Saguaro National Park that will take whatever steps necessary to honor the standards of the Wilderness Act.*

**Ia0-SAGU-Ia11 Other: Land Acquisition:**

**By September 30, 2005, 618 acres (50%) of the 1,236 acres of the private lands remaining after FY2000 within the expanded boundaries of Saguaro National Park are acquired (priority 1-2) or have conservation easements (priority 3), LWCF funding permitting. The Arizona State Trust lands issue is resolved, including the 2,471 acres of trust lands incorporated into the park on a permanent basis.**

By September 30, 2001, 123 (10%) of the 1,236 acres of undeveloped lands within the expanded boundaries of Saguaro National Park are acquired (priority 1 & 2) or placed under conservation easements (priority 3), LWCF funding permitting.

By September 30, 2002, 246 (20%) of the 1,236 acres of undeveloped lands within the expanded boundaries of Saguaro National Park are acquired (priority 1 & 2) or placed under conservation easements (priority 3), LWCF funding permitting.

By September 30, 2003, 370 (30%) of the 1,236 acres of undeveloped lands within the expanded boundaries of Saguaro

National Park are acquired (priority 1 &2) or placed under conservation easements (priority 3), LWCF funding permitting.

By September 30, 2004, 494 (40%) of the 1,236 acres of undeveloped lands within the expanded boundaries of Saguaro National Park are acquired (priority 1 &2) or placed under conservation easements (priority 3), LWCF funding permitting.

By September 30, 2005, 618 (50%) of the 1,236 acres of undeveloped lands within the expanded boundaries of Saguaro National Park are acquired (priority 1 &2) or placed under conservation easements (priority 3), LWCF funding permitting. The Arizona State Trust lands issue is resolved, including the 2,471 acres of trust lands incorporated into the park on a permanent basis.

*Success in achieving this goal will be the number of acres acquired in fee for priority 1 or 2 lands or priority 3 lands placed under conservation easements. During the period 1994-2000, the park acquired over 4,000 acres valued at over \$35 million. We still have approximately \$15-16 million to complete our 1991-94-land acquisition. The WASO performance unit baseline requires a 5% reduction of the time between appropriation and acquisition through 2005. The park's quick turn-around on Level I & II surveys, landowner meetings, administrative waivers and other land acquisition matters directly affect the IMR-Land Resources performance.*

#### **Ia12 Other: Wildlife and Vegetation:**

**By September 30, 2005, 6 (24%) of an estimated 25 indicators of resource condition at Saguaro National Park show that resource conditions are stable or improving.**

By September 30, 2001, 2 (8%) of an estimated 25 indicators of resource condition at Saguaro National Park show that resource conditions are stable or improving.

By September 30, 2002, 3 (12%) of an estimated 25 indicators of resource condition at Saguaro National Park show that resource conditions are stable or improving.



By September 30, 2003, 4 (16%) of an estimated 25 indicators of resource condition at Saguaro National Park show that resource conditions are stable or improving.

By September 30, 2004, 5 (20%) of an estimated 25 indicators of resource condition at Saguaro National Park show that resource conditions are stable or improving.

By September 30, 2005, 6 (24%) of an estimated 25 indicators of resource condition at Saguaro National Park show that resource conditions are stable or improving.

*This goal is a measure of the condition of wildlife and vegetation in the park. The development of the measurement techniques comes under goal Ib3 Natural Resource Condition Assessment. The 3 resource conditions that we will measure during this first planning period are (1) condition of saguaros, (2) condition of large mammals that cross park boundaries, and (3) condition of pristine backcountry waterways. The indicators that we will use to measure these elements are (1) thefts of and damage to saguaros (case incident reports and specific monitoring protocols at one trailhead), (2) mule deer populations (aerial deer surveys in cooperation with Arizona Game and Fish), and (3) status of leopard frogs (a species of concern that depends on pristine backcountry waterways). Specific protocols for conducting these measurements are kept in the Resource Management files at the park.*

#### **Ib01 Resource Inventories**

**By Sep 30, 2005, 3 (10%) of 30 inventories of SAGU's major physical and biological resources are 30% complete, and inventory results are incorporated into all management decisions affecting those resources directly or indirectly.**

By Sep 30, 2001, 1 (3%) of an estimated 30 inventories of SAGU's major physical and biological resources is 30% complete, and inventory results are incorporated into all management decisions affecting those resources directly or indirectly.

By Sep 30, 2002, 1 (3%) of an estimated 30 inventories of SAGU's major physical and biological resources is 50% complete, and inventory results are incorporated into all management decisions affecting those resources directly or indirectly.

By Sep 30, 2003, 2 (7%) of an estimated 30 inventories of SAGU's major physical and biological resources are at least 30% complete, and inventory results are incorporated into all management decisions affecting those resources directly or indirectly.

By Sep 30, 2004, 2 (7%) of an estimated 30 inventories of SAGU's major physical and biological resources are at least 50% complete, and inventory results are incorporated into all management decisions affecting those resources directly or indirectly.

By Sep 30, 2005, 3 (10%) of an estimated 30 inventories of SAGU's major physical and biological resources are at least 30% complete, and inventory results are incorporated into all management decisions affecting those resources directly or indirectly.

*The inventories being developed to satisfy this goal are acquired through comprehensive field surveys that provide information on all aspects of a park's natural resources. They are in addition to the standard inventories included in the servicewide I&M program, most of which are being developed from existing literature and remote sensing without the benefit of ground truthing. Examples of the inventories that will be completed are: meteorology from several locations in the park, distribution of rare plants, exotic plants, and plants of special concern, birds, mammals, reptiles, amphibians, invertebrates, external developments, zoning on adjacent lands, water sources and quantity, and many others. Data from these inventories will assist with other goals, e.g. Ib4 Geographic Information System and Ib3 Natural Resource Condition Assessment.*

#### **Ib2A Archeological Baseline**

**By Sep 30, 2005, the number of SAGU archeological sites inventoried, evaluated and listed on the NPS-ASMIS is complete at 389 sites.**

By Sep 30, 2001, the number of SAGU archeological sites inventoried, evaluated and listed on the NPS-ASMIS is complete at 389 sites.

By Sep 30, 2002, the number of SAGU archeological sites inventoried, evaluated and listed on the NPS-ASMIS is complete at 389 sites.

By Sep 30, 2003, the number of SAGU archeological sites inventoried, evaluated and listed on the NPS-ASMIS is complete at 389 sites.

By Sep 30, 2004, the number of SAGU archeological sites inventoried, evaluated and listed on the NPS-ASMIS is complete at 389 sites.

By Sep 30, 2005, the number of SAGU archeological sites inventoried, evaluated and listed on the NPS-ASMIS is complete at 389 sites.

*Saguaro has been privileged to be the recipient of several intensive archeological surveys in the early 1980s and in other areas from 1994 to 1998. Final reports are being prepared now by archeologists at WACC. NPS archeologists now tell us that the Saguaro archeological inventory is now complete. There is no need to plan for or conduct any more general inventories; however, some site-specific surveys may still be conducted for specific projects. There is now evidence to indicate that there are any additional sites that need to be added to the inventory.*

#### **Ib2B Cultural Landscape Baseline**

**By Sep 30, 2005, the number of SAGU cultural landscapes inventoried, evaluated, and entered on the NPSCLI at Level II is increased from 0 in FY99 to 1.**

By Sep 30, 2001, no goal for this year.

By Sep 30, 2002, no goal for this year.

By Sep 30, 2003, the number of SAGU cultural landscapes inventoried, evaluated, and entered on the NPSCLI at Level II is increased from 0 in FY99 to 1.

By Sep 30, 2004, the number of SAGU cultural landscapes inventoried, evaluated, and entered on the NPSCLI at Level II is increased from 0 in FY99 to 1.

By Sep 30, 2005, the number of SAGU cultural landscapes inventoried, evaluated, and entered on the NPSCLI at Level II is increased from 0 in FY99 to 1.

*The park has requested funds to complete a cultural landscape inventory. If these funds are received, the park anticipates that one cultural landscape will be added to the CLI - the CCC-era picnic facilities in the Tucson Mountain District.*

#### **Ib2C Historic Structures Baseline**

**By Sep 30, 2005, all 60 (100%) of SAGU's historic structures on the FY99 List of Classified Structures have updated information in their LCS records.**

By Sep 30, 2001, 12 (20%) of SAGU's historic structures on the FY99 List of Classified Structures have updated information in their LCS records.

By Sep 30, 2002, 24 (40%) of SAGU's historic structures on the FY99 List of Classified Structures have updated information in their LCS records.

By Sep 30, 2003, 36 (60%) of SAGU's historic structures on the FY99 List of Classified Structures have updated information in their LCS records.

By Sep 30, 2004, 48 (80%) of SAGU's historic structures on the FY99 List of Classified Structures have updated information in their LCS records.

By Sep 30, 2005, all 60 (100%) of SAGU's historic structures on the FY99 List of Classified Structures have updated information in their LCS records.

*Condition assessments, maintenance records, and other pertinent data will be added to the LCS records for Classified Structures as indicated above.*

#### **Ib2D Cataloging Museum Objects**

**By Sep 30, 2005, the number of Saguaros museum objects cataloged into the NPS Automated National Catalog System and submitted to the National Catalog is increased from \_\_\_\_\_ in FY99 to \_\_\_\_\_ (\_\_\_\_\_% increase).**

By Sep 30, 2001, ...

By Sep 30, 2002,...

By Sep 30, 2003,...

By Sep 30, 2004,...

By Sep 30, 2005,...

*Saguaro has no backlog of objects to be cataloged into the ANCS+ database and cannot use this goal as it is currently written in any meaningful way. Nonetheless, researchers do continue to add an unpredictable number of specimens per year, which we do spend park base money and FTE to catalog. The Western Archeological and Conservation Center has been cataloging some of our archives recently, but park base dollars and FTE are not used on that effort so it is difficult to track using this goal format.*

#### **Ib2E Ethnographic Resources Baseline**

**By Sep 30, 2005, the number of SAGU's ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory is increased from 0 in FY99 to 1.**

By Sep 30, 2001, no goal for this year.

By Sep 30, 2002, the number of SAGU's ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory is increased from 0 in FY99 to 1.

By Sep 30, 2003, the number of SAGU's ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory is increased from 0 in FY99 to 1.

By Sep 30, 2004, the number of SAGU's ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory is increased from 0 in FY99 to 1.

By Sep 30, 2005, the number of SAGU's ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory is increased from 0 in FY99 to 1.

*The park has requested funds to complete a study of the saguaro fruit harvest (under special use permit) by members of the Tohono O'odham nation. If these funds are received, the park will contract for this interdisciplinary study by an anthropologist and a botanist.*

### **Ib2F Historical Research Baseline**

**By Sep 30, 2005, SAGU's Historic Resource Study and Administrative History are completed to professional standards and current (approved since 1980).**

By Sep 30, 2001, SAGU's Historic Resource Study is completed to professional standards and current (approved since 1980).

By Sep 30, 2002, SAGU's Historic Resource Study is completed to professional standards and current (approved since 1980).

By Sep 30, 2003, SAGU's Historic Resource Study and Administrative History are completed to professional standards and current (approved since 1980).

By Sep 30, 2004, SAGU's Historic Resource Study and Administrative History are completed to professional standards and current (approved since 1980).

By Sep 30, 2005, SAGU's Historic Resource Study and Administrative History are completed to professional standards and current (approved since 1980).

*Current Historic Resource Study was completed in 1987. Saguaro has no Administrative History. Project funding to do an Administrative History has been requested on PMIS.*

### **Ib3 Vital Signs**

**By Sep 30, 2005, SAGU has identified its vital signs for natural resource monitoring.**

By Sep 30, 2001, no goal for this year.

By Sep 30, 2002, no goal for this year.

By Sep 30, 2003, no goal for this year.

By Sep 30, 2004, SAGU has identified its vital signs for natural resource monitoring.

By Sep 30, 2005, SAGU has identified its vital signs for natural resource monitoring.

*Saguaro staff will attend training on identification of vital signs when it is offered and will conduct the appropriate literature reviews, scoping and review of the vital signs during 2001, 2002 and 2003. The park anticipates having the vital signs identified by Sep. 30, 2004.*

**Ib0-SAGU-Ib6 (Other): Geographic Information Systems:**

**By September 30, 2005, Saguaro National Park has established a Geographic Information System and has developed 16 data layers that provide information about the park's basic resources.**

By September 30, 2001, Saguaro National Park has established a Geographic Information System and has developed 6 data layers that provide information about the park's basic resources.

By September 30, 2002, Saguaro National Park has established a Geographic Information System and has developed 10 data layers that provide information about the park's basic resources.

By September 30, 2003, Saguaro National Park has established a Geographic Information System and has developed 12 data layers that provide information about the park's basic resources.

By September 30, 2004, Saguaro National Park has established a Geographic Information System and has developed 14 data layers that provide information about the park's basic resources.

By September 30, 2005, Saguaro National Park has established a Geographic Information System and has developed 16 data layers that provide information about the park's basic resources.

*GIS data layers to be developed will meet current standards for digital data and will have the associated metadata and be made available to the public as required by Dept. of the Interior policy.*

#### **Ib0-SAGU-Ib7 Other: Cooperative Research and Research Permits**

**By September 30, 2005, Saguaro National Park has a cooperative research program that includes scientific research by non-NPS scientists who provide information that is valuable for park management decisions, and the park administers a research permit system covering 15 scientific projects per year.**

By September 30, 2001, Saguaro National Park has a cooperative research program that includes scientific research by non-NPS scientists who provide information that is valuable for park management decisions, and the park administers a research permit system covering 11 scientific projects per year.

By September 30, 2002, Saguaro National Park has a cooperative research program that includes scientific research by non-NPS scientists who provide information that is valuable for park management decisions, and the park administers a research permit system covering 12 scientific projects per year.

By September 30, 2003, Saguaro National Park has a cooperative research program that includes scientific research by non-NPS scientists who provide information that is valuable for park management decisions, and the park administers a research permit system covering 13 scientific projects per year.

By September 30, 2004, Saguaro National Park has a cooperative research program that includes scientific research by non-NPS scientists who provide information that is valuable for park management decisions, and the park administers a research permit system covering 14 scientific projects per year.



By September 30, 2005, Saguaro National Park has a cooperative research program that includes scientific research by non-NPS scientists who provide information that is valuable for park management decisions, and the park administers a research permit system covering 15 scientific projects per year.

*Saguaro has an active cooperative research program that coordinates research activities that outside investigators initiate. However, we anticipate that we can increase this activity by about one project per year during the next five years.*

### **IIa1 Visitor Satisfaction**

**By September 30, 2005, 97% of visitors to Saguaro National Park are satisfied with appropriate park facilities, services, and recreational opportunities.**

By September 30, 2001, 97% of visitors to Saguaro National Park are satisfied with appropriate park facilities, services, and recreational opportunities.

By September 30, 2002, 97% of visitors to Saguaro National Park are satisfied with appropriate park facilities, services, and recreational opportunities.

By September 30, 2003, 97% of visitors to Saguaro National Park are satisfied with appropriate park facilities, services, and recreational opportunities.

By September 30, 2004, 97% of visitors to Saguaro National Park are satisfied with appropriate park facilities, services, and recreational opportunities.

By September 30, 2005, 97% of visitors to Saguaro National Park are satisfied with appropriate park facilities, services, and recreational opportunities.

*We believe 97% is a very high but realistic goal. Therefore, our annual goals will be the same as our long-term goal and we will accomplish them by facilities maintenance and rehab, visitor center services and activities, and a vigilant eye.*

## IIa2 Visitor Safety

By Sep 30, 2005, the visitor accident/incident rate at SAGU is reduced from the fiscal years 1992-96 annual average of 35 to 31 per 100,000 visitor days (11% reduction).

By Sep 30, 2001, the visitor accident/incident rate at SAGU is reduced from the fiscal years 1992-96 annual average of 35 to 34 per 100,000 visitor days (3% reduction).

By Sep 30, 2002, the visitor accident/incident rate at SAGU is reduced from the fiscal years 1992-96 annual average of 35 to 33 per 100,000 visitor days (6% reduction).

By Sep 30, 2003, the visitor accident/incident rate at SAGU is reduced from the fiscal years 1992-96 annual average of 35 to 33 per 100,000 visitor days (6% reduction).

By Sep 30, 2004, the visitor accident/incident rate at SAGU is reduced from the fiscal years 1992-96 annual average of 35 to 32 per 100,000 visitor days (9% reduction).

By Sep 30, 2005, the visitor accident/incident rate at SAGU is reduced from the fiscal years 1992-96 annual average of 35 to 31 per 100,000 visitor days (11% reduction).

*Success in achieving this goal will focus on reducing accident/incidents in the following three areas: serious injury/illness or death, visitor property damage/theft cases over \$1,000 and traffic accidents with property damage over \$1,000. More than a \$250,000 and 4.5 FTE are dedicated to this goal.*

## **IIb1 Visitor Understanding and Appreciation**

**By September 30, 2005, 86% of SAGU visitors understand the significance of the park.**

By September 30, 2001, 86% of SAGU visitors understand the significance of the park.

By September 30, 2002, 86% of SAGU visitors understand the significance of the park.

By September 30, 2003, 86% of SAGU visitors understand the significance of the park.

By September 30, 2004, 86% of SAGU visitors understand the significance of the park.

By September 30, 2005, 86% of SAGU visitors understand the significance of the park.

*The five annual goals would read the same as the long-term goal. We will aim at maintaining this 86% level.*

## **IIb1X Educational Program (Outreach)**

**By September 30, 2005, 95% of all the children participating in Saguaro National Park's formal education programs and outreach activities understand America's cultural and natural heritage preserved by the National Park Service and its programs.**

By September 30, 2001, 95% of all the children participating in Saguaro National Park's formal education programs and outreach activities understand America's cultural and natural heritage preserved by the National Park Service and its programs.

By September 30, 2002, 95% of all the children participating in Saguaro National Park's formal education programs and outreach activities understand America's cultural and natural heritage preserved by the National Park Service and its programs.

By September 30, 2003, 95% of all the children participating in Saguaro National Park's formal education programs and outreach activities understand America's

cultural and natural heritage preserved by the National Park Service and its programs.

By September 30, 2004, 95% of all the children participating in Saguaro National Park's formal education programs and outreach activities understand America's cultural and natural heritage preserved by the National Park Service and its programs.

By September 30, 2005, 95% of all the children participating in Saguaro National Park's formal education programs and outreach activities understand America's cultural and natural heritage preserved by the National Park Service and its programs.

*A 95% target for this goal is very high but we believe it is attainable. The remaining 5% account for children who are daydreaming, easily distracted, or for some other reason inattentive. This group may never be reached effectively, so we aim to maintain our 95% each year. Our annual goals will be the same as our long-term goal. These children will be reached through our environmental education programs, Junior Ranger Programs, Traveling Trunks, and other special outreach efforts.*

#### **IVa3A Workforce Development and Performance-Employee**

**By Sep 30, 2005, 100% of SAGU's permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.**

By September 30, 2001, 30 (60%) of Saguaro National Park's permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2002, all 50 (100%) of Saguaro National Park's permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2003, all 50 (100%) of Saguaro National Park's permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2004, all 50 (100%) of Saguaro National Park's permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

By September 30, 2005, all 50 (100%) of Saguaro National Park's permanent and term employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

*The superintendent has instructed all supervisors to link performance standards to GPRA goals. This should be completed for all employees by 2002, and so maintained thereafter.*

#### **IVa4A Permanent Workforce Diversity**

**By Sep 30, 2005, the number of SAGU's permanent positions in targeted occupational series filled by employees from underrepresented groups is increased from 6 at the end of FY98 to 9 (41% increase).**

By September 30, 2001, the number of Saguaro National Park's 21 permanent positions in targeted occupational series filled by employees from underrepresented groups is increased from 6 in 1998 to 7 (17% increase).

By September 30, 2002, the number of Saguaro National Park's 21 permanent positions in targeted occupational series filled by employees from underrepresented groups is increased from 6 in 1998 to 8 (34% increase).

By September 30, 2003, the number of Saguaro National Park's 21 permanent positions in targeted occupational series filled by employees from underrepresented groups is increased from 6 in 1998 to 8 (34% increase).

By September 30, 2004, the number of Saguaro National Park's 21 permanent positions in targeted occupational series filled by employees from underrepresented groups is increased from 6 in 1998 to 8 (34% increase).

By September 30, 2005, the number of Saguaro National Park's 21 permanent positions in targeted occupational series filled by employees from underrepresented groups is increased from 6 in 1998 to 9 (41% increase).

*As positions become available, staff will focus on recruiting candidates who will increase our workforce diversity in targeted occupational series. We will expand our use of a variety of hiring authorities. The park's Position Management Review Board will assure that all appropriate avenues are taken to meet this goal.*

#### **IVa4B Workforce Diversity (Temporary, Seasonal)**

**By Sep 30, 2005, the total number of SAGU's temporary/seasonal positions annually filled by women and minorities is increased from 21 in FY 99 to 26 (5% increase).**

By Sep 30, 2001, the total number of SAGU's temporary/seasonal positions annually filled by women and minorities is increased from 21 in FY 99 to 22 (5% increase).

By Sep 30, 2002, the total number of SAGU's temporary/seasonal positions annually filled by women and minorities is increased from 21 in FY 99 to 23 (5% increase).

By Sep 30, 2003, the total number of SAGU's temporary/seasonal positions annually filled by women and minorities is increased from 21 in FY 99 to 24 (5% increase).

By Sep 30, 2004, the total number of SAGU's temporary/seasonal positions annually filled by women and minorities is increased from 21 in FY 99 to 25 (5% increase).

By Sep 30, 2005, the total number of SAGU's temporary/seasonal positions annually filled by women and minorities is increased from 21 in FY 99 to 26 (5% increase).

*Superintendent has directed all supervisors to recruit and hire diverse employees at all grade levels throughout the organization. The park's Position Management Review Board will assure that all appropriate avenues are taken to meet this goal.*

#### **IVa4C Workforce Diversity - Permanent Employees with Disabilities**

**By Sep 30, 2005, the number of SAGU's permanent positions filled by employees with disabilities is increased from 3 in FY99 to 4 (33% increase).**

By Sep 30, 2001, the number of SAGU's permanent positions filled by employees with disabilities is increased from 3 in FY99 to 3 (0% increase).

By Sep 30, 2002, the number of SAGU's permanent positions filled by employees with disabilities is increased from 3 in FY99 to 4 (33% increase).

By Sep 30, 2003, the number of SAGU's permanent positions filled by employees with disabilities is increased from 3 in FY99 to 4 (33% increase).

By Sep 30, 2004, the number of SAGU's permanent positions filled by employees with disabilities is increased from 3 in FY99 to 4 (33% increase).

By Sep 30, 2005, the number of SAGU's permanent positions filled by employees with disabilities is increased from 3 in FY99 to 4 (33% increase).

*As we have vacancies, the park will consult with the regional recruiter and local university's disabled student coordinator in an effort to recruit qualified candidates. The park's Position Management Review Board will assure that all appropriate avenues are taken to meet this goal.*

#### **IVa4D Workforce Diversity - Temporary/Seasonal Employees with Disabilities**

**By Sep 30, 2005, the total number of SAGU's temporary/seasonal positions annually filled by employees with disabilities is increased from the FY99 level of 0 to 1.**

By Sep 30, 2001, the total number of SAGU's temporary/seasonal positions annually filled by employees with disabilities is increased from the FY99 level of 0 to 1.

By Sep 30, 2002, the total number of SAGU's temporary/seasonal positions annually filled by employees with disabilities is increased from the FY99 level of 0 to 1.

By Sep 30, 2003, the total number of SAGU's temporary/seasonal positions annually filled by employees with disabilities is increased from the FY99 level of 0 to 1.

By Sep 30, 2004, the total number of SAGU's temporary/seasonal positions annually filled by employees with disabilities is increased from the FY99 level of 0 to 1.

By Sep 30, 2005, the total number of SAGU's temporary/seasonal positions annually filled by employees with disabilities is increased from the FY99 level of 0 to 1.

*The park is working with the University of Arizona to recruit qualified disabled temporary employees.*

#### **IVa5 Employee Housing**

**By Sep 30, 2005, the number of SAGU's employee housing units listed in poor or fair condition is reduced from 5 in FY97 assessments to 0 (100% reduction).**

By September 30, 2001, the number of Saguaro National Park employee housing units classified in fair or poor condition is reduced from 5 in 1997 to 1 by removal, replacement, or upgrading to good condition.

By September 30, 2002, the number of Saguaro National Park employee housing units classified in fair or poor condition is reduced from 5 in 1997 to 0 (100% reduction) by removal, replacement, or upgrading to good condition.

By September 30, 2003, the number of Saguaro National Park employee housing units classified in fair or poor condition remains unchanged at 0 (100% reduction) as reported in FY 2002.

By September 30, 2004, the number of Saguaro National Park employee housing units classified in fair or poor condition remains unchanged at 0 (100% reduction) as reported in FY 2002.



By September 30, 2005, the number of Saguaro National Park employee housing units classified in fair or poor condition remains unchanged at 0 (100% reduction) as reported in FY 2002.

*The park will dedicate whatever FTE and funds are needed to bring housing up to good condition.*

#### **Iva6A Employee Lost-Time Injury Rate**

**By Sep 30, 2005, SAGU's employee lost-time injury rate is reduced from the FY92-96 five year annual average of 7.53 to 2.**

By Sep 30, 2001, SAGU's employee lost-time injury rate is reduced from the FY92-96 five year annual average of 7.53 to 5.

By Sep 30, 2002, SAGU's employee lost-time injury rate is reduced from the FY92-96 five year annual average of 7.53 to 4.5.

By Sep 30, 2003, SAGU's employee lost-time injury rate is reduced from the FY92-96 five year annual average of 7.53 to 4.

By Sep 30, 2004, SAGU's employee lost-time injury rate is reduced from the FY92-96 five year annual average of 7.53 to 3.

By Sep 30, 2005, SAGU's employee lost-time injury rate is reduced from the FY92-96 five year annual average of 7.53 to 2.

*Saguaro National Park has appointed a new Safety Officer and has increased its emphasis on safety training, on providing tailgate safety sessions within divisions, in building a more active Safety Committee, and developing a proactive agenda. The park is providing for baseline and follow-up hearing tests and is putting into place new standard operating procedures on confined spaces, Africanized honeybees, respiratory protection, etc.*

#### **IVa6B Continuation of Pay Hours**

**By Sep 30, 2005, SAGU's total number of hours of Continuation of Pay will be reduced from the FY92-96 five-year annual average of 24 to 8 (75% reduction).**

By Sep 30, 2001, SAGU's total number of hours of Continuation of Pay will be reduced from the FY92-96 five-year annual average of 24 to 20 (-17%).

By Sep 30, 2002, SAGU's total number of hours of Continuation of Pay will be reduced from the FY92-96 five-year annual average of 24 to 16 (-33%).

By Sep 30, 2003, SAGU's total number of hours of Continuation of Pay will be reduced from the FY92-96 five-year annual average of 24 to 12 (-50%).

By Sep 30, 2004, SAGU's total number of hours of Continuation of Pay will be reduced from the FY92-96 five-year annual average of 24 to 10 (-58%).

By Sep 30, 2005, SAGU's total number of hours of Continuation of Pay will be reduced from the FY92-96 five-year annual average of 24 to 8 (-67%).

*With increased safety awareness parkwide, safety training and standard operating procedures, it is expected that the need for hours of continuation of pay will be substantially reduced.*

#### **IVb1 Volunteer Hours**

**By September 30, 2005, the number of volunteer hours at Saguro National Park is increased from 29,270 in 1997 to 30,734 (a 5% increase).**

By September 30, 2001, the number of volunteer hours at Saguro National Park is increased from 29,270 in 1997 to 29,560 hours.

By September 30, 2002, the number of volunteer hours at Saguro National Park is increased from 29,270 in 1997 to 29,854 hours.

By September 30, 2003, the number of volunteer hours at Saguro National Park is increased from 29,270 in 1997 to 30,146 hours.

By September 30, 2004, the number of volunteer hours at Saguaro National Park is increased from 29, 270 in 1997 to 30,438 hours.

By September 30, 2005, the number of volunteer hours at Saguaro National Park is increased from 29,270 in 1997 to 30,734 hours.

*Our volunteer hours have leveled off in recent years, but with the addition of a group volunteer coordinator, we believe there will be a gradual increase.*

#### **IVb2A Cash Donations**

**By Sep 30, 2005, cash donations to SAGU are maintained at the \$20,000 level from a \$24,724 level in 1998.**

By Sep 30, 2001, cash donations to SAGU are maintained at the \$20,000 level from a \$24,724 level in 1998.

By Sep 30, 2002, cash donations to SAGU are maintained at the \$20,000 level from a \$24,724 level in 1998.

By Sep 30, 2003, cash donations to SAGU are maintained at the \$20,000 level from a \$24,724 level in 1998.

By Sep 30, 2004, cash donations to SAGU are maintained at the \$20,000 level from a \$24,724 level in 1998.

By Sep 30, 2005, cash donations to SAGU are maintained at the \$20,000 level from a \$24,724 level in 1998.

*We expect to maintain donations at about the \$20,000 level. However, we are constantly applying for and are successful in receiving additional grants each year.*

#### **IVb2B Friends Groups and Other Organizations**

**By Sep 30, 2005, the cash value of donations, grants, and services provided to SAGU by the Friends of SAGU and other organizations is maintained at an \$11,000 level from the FY 99 level of \$40,000.**

By Sep 30, 2001 the cash value of donations, grants, and services is maintained at an \$11,000 level from the FY 99 level of \$40,000.

By Sep 30, 2002, the cash value of donations, grants, and services is maintained at an \$11,000 level from the FY 99 level of \$40,000.

By Sep 30, 2003, the cash value of donations, grants, and services is maintained at an \$11,000 level from the FY 99 level of \$40,000.

By Sep 30, 2004, the cash value of donations, grants, and services is maintained at an \$11,000 level from the FY 99 level of \$40,000.

By Sep 30, 2005, the cash value of donations, grants, and services is maintained at an \$11,000 level from the FY 99 level of \$40,000.

*The Friends of Saguaro National Park are continuously raising funds and donating both cash and in-kind grants for park projects.*

#### **IVb2C Cooperating Associations**

**By September 30, 2005, the cash value of donations, grants, and services to Saguaro National Park from our cooperating association (Southwest Parks and Monuments Association) is increased from \$87,190 in 1997 to \$91,540 (5% increase).**

By September 30, 2001, the cash value of donation and services from SPMA is increased from \$87,190 in 1997, to \$88,062 (a 1% increase).

By September 30, 2002, the cash value of donations and services from SPMA is increased from \$87,190 in 1997 to \$88,934, a 2% increase.

By September 30, 2003, the cash value of donations and services from SPMA is increased from \$87,190 in 1997 to \$89,806, a 3% increase.

By September 30, 2004, the cash value of donations and services from SPMA is increased from \$87,190 in 1997 to \$90,678, a 4% increase.

By September 30, 2005, the cash value of donations and services from SPMA is increased from \$87,190 in 1997 to \$91,540, a 5% increase.

*This goal tracks all contributions from SPMA including the Interpretive Support Account, which is a fixed percentage of total sales, salaries for SPMA staff, and grants for publications, research and other park activities. Dividends are not included because of their irregular and unpredictable nature. Also, if SPMA writes a check to the NPS to cover interpretive training expenses for an interpreter, and the donation is deposited in a park 600 (reimbursable) account, that amount will be included under IVb2a goal. The total annual sales figure can easily fluctuate with the price of gasoline and the many whims of tourists, so we have very little control over this goal.*

**List of Preparers/Saguaro National Park Staff**

Frank Walker, Superintendent

Paula Nasiatka, Chief Protection Ranger

Tom Danton, Chief of Interpretation

Meg Weesner, Chief of Science and Natural Resources

Susan Early, Administrative Officer

Greg Johnson, Facility Manager

-Plan Prepared April 14, 2000-